

**VISA EXECUTIVE WORKING GROUP (EWG)  
MEETING MINUTES, 14 MAY 2003**

1. NOTICE: The Executive Working Group (EWG) was organized by the National Defense Transportation Association (NDTA) Sealift Committee in March 1995, and consists primarily of representatives from the Department of Defense (DOD), the Department of Transportation (DOT) and the transportation industry. Industry representatives on the EWG are selected by Mr. James Henry, Chairman of the NDTA Sealift Committee (telephone (301) 423-3335). The purpose of the EWG is to study transportation issues of interest to government and industry and report the status of these issues to the NDTA membership. The EWG is a forum for the exchange of information. DOD officials participating in the EWG may not transfer any authority or responsibility for government decisions to industry or to the industry members of the EWG. By making the minutes of EWG meetings available electronically, DOD, DOT, and the NDTA promote other forums for the exchange of information. DOD invites interested parties to comment on issues considered at EWG meetings, to provide additional information, or to request further information. The DOD point of contact is Major Todd Robbins, who can be contacted by e-mail todd.robbins@hq.transcom.mil, telephone (618) 229-1451, fax (618) 256-6877, or by mail: USTRANSCOM, ATTN: TCJ5-AM (MAJ Robbins), 508 Scott Drive, Scott Air Force Base, Illinois, 62225-5357. Interested parties also may contact the NDTA through Mr. James Henry [telephone (301) 423-3335], the DOT through Mr. James Caponiti [telephone (202) 366-5400], or any industry member of the EWG. Industry members of the EWG are (in alphabetical order):

| <u>Name</u>          | <u>Organization</u>                          | <u>Telephone</u> |
|----------------------|--|------------------|
| Mr. James Bambrick   | American Roll-On Roll-Off Carrier            | (201) 571-0480   |
| Mr. Edward Fortunato | Crowley Maritime Corp.                       | (703) 684-1585   |
| Mr. Michael Garvin   | Matson Navigation Company                    | (415) 957-4200   |
| Mr. Kenneth Gaulden  | Maersk Line Limited                          | (703) 351-9200   |
| Mr. Ans Kristbergs   | Farrell Lines, Inc. / P&O Nedlloyd           | (201) 896-8979   |
| Mr. J. Robert Leyh   | Central Gulf Lines and Waterman<br>Steamship | (202) 659-3804   |
| Mr. Eric Mensing     | APL  | (202) 496-2480   |
| Mr. Augie Tellez     | Seafarers International Union                | (301) 899-0675   |
| Mr. James Wachtel    | Lykes Lines Limited                          | (813) 276-4698   |

2. The agenda is at Attachment 1.
3. The list of EWG attendees is at Attachment 2.
4. The updated list of tasks from the EWG is shown at Attachment 3.
5. MEETING SUMMARY.

a. Opening Remarks.

Mr. Michael Sacco, president of the Seafarers International Union of North America, AFL-CIO, welcomed the attendees to the VISA EWG. The meeting was held at the Paul Hall Center for Maritime Training and Education at Piney Point, Maryland. Mr. Sacco spoke about the dedication and success of merchant mariners in support of Operations Enduring Freedom and Iraqi Freedom. He gave a brief overview on the history of the Paul Hall Center and the educational mission of the staff. Mr. Sacco noted the success of the current operations was due to the partnership and commitment of all the VISA partners.

LtGen Gary Hughey (Deputy Commander USTRANSCOM) welcomed the meeting participants. He stated that we are blessed to have extremely well trained and dedicated mariners. We utilized 173 ships

and employed about 2000 mariners. There were no ship delays due to lack of crew or reluctance to enter a port. “In my 33 years of military service, I have refined my rules down to two: drink the local beer and life ain’t certain; ride your best horse first; that is, purchase what you can locally, and use your best resources first to ensure your success. The U.S. Flag carrier sealift industry responded when needed. The force was closed with sealift.

b. JPAG Action Item Status

MAJ Todd Robbins (USTRANSCOM J5-AS) presented the agenda for the meeting and addressed the JPAG Action Items from the previous JPAG.

| Tasker/Topic             | OPR       | Action   |
|--------------------------|-----------|--|
| Force Protection at SPOD | USTC/MTMC | S/L MOTIVATOR replaced by S/L INDEPENDENCE<br><br>Shipmaster reports “very comfortable with present level of security<br><br>CBRD gear and training provided to crew<br><br>No further action required                             |
| Identify US AID POC      | MARAD     | DOD Office of Reconstruction is Dr. Joe Collins 703-614-0451<br><br>USAID traffic office is Denise Stone 202-712-0101<br><br>Army Corps of Engineers currently 202-761-0014<br><br>DOD contractor for Iraq Hotline is 866-461-5171 |

c. Sealift Database Demonstration

- (1) Briefed by Mr. John Boysha (Stanley Associates)
- (2) See Attachment 4

d. Surface Sustainment Operations Update

- (1) Briefed by Mr. Greg Sweetland (MTMC)
- (2) See Attachment 5

e. Guardian Mariner Update

- (1) Briefed by Mr. John Henry (MSC)
- (2) Force Protection (FP) Teams for Sealift and Prepositioned (prepo) Vessel Issue: A need to have dedicated force protection teams rapidly employable to sealift and prepo ships

- Fully armed and trained security teams were not available for employment until well after the flow of forces had commenced
  - Discussion:
    - Pre-OIF FP policy governed by DoD AT FP Directive 2000.12, APR 99
    - “Geographical COCOMs exercise force protection over all DoD personnel assigned to or transiting through the COCOM’s AOR”
    - Actuality: Given volume of OIF sealift and prepo ships, COCOM unable to provide inside and outside the lifeline FP
    - Owners of equipment onboard ships were responsible for providing FP teams until Guardian Mariner was in effect

### (3) Guardian Mariner

- Developed in response to OEF, showcased in OIF
- 5 months elapsed from the time OIF FP requirement was formally identified by MSC until first Guardian Mariner reported aboard
  - FP requirement passed from TRANSCOM to COCOM back to TRANSCOM for plan development
  - Sourcing: OPORD issued Feb; Puerto Rican National Guard Brigade (92nd) activated on Feb 14 for 1 year
    - 74 teams of 12 men were deployed
    - A predetermined number will remain activated beyond 179 days for force redeployment

### (4) The Way Ahead:

- A core security force needs to be identified that is ready and certified for employment in 5-7 days
  - Sourcing: If DoD AT FP Directive 2000.12 is not adhered to, Joint Chiefs must determine who sources the bodies
  - Composition: For speedy response, a core active component is required that is augmentable by dedicated reservists
  - Equipment: Dedicated 50 cal equipment needs to be identified and maintained for rapid employment (pack-up kits)
  - Training: Core group should maintain proficiency, while refresher training for dedicated reservist augmentees should be streamlined
  - Readiness: Core group should be ready to deploy to meet most stringent ship activation timeline

### (5) Discussion

LtGen Hughey stated that he would like to see the Guardian Mariner mission permanently assigned to the 92<sup>nd</sup> National Guard Brigade of Puerto Rico.

This unit is comprised of a significant number of civilian police officers from Puerto Rico. They are trained in the use of deadly force and when to use it. The unit has more mature soldiers and have consistently shown a very high degree of professionalism. The members of this unit have welcomed this mission with great enthusiasm.

The requirement to guard and protect U.S. Flag merchant vessel does not go away with the end of hostile engagement in Iraq. We have fought two campaigns in a war. We are still prosecuting the war on terrorism.

The general believes that it is important to have a well trained unit ready to deploy in a short time frame.

It was necessary to select and train a unit to meet the initial OEF/OIF requirement. These initial activities slowed our overall ability to protect the U.S. Flagged merchant vessels. We do not want to repeat these steps nor reduce our current capability to protect these vessels and their crews.

The 92<sup>nd</sup> is trained and has performed exceptionally, this experience should be utilized and not lost. It is USTRANSCOM's desire to have the Guardian Mariner mission permanently assigned to the 92<sup>nd</sup>.

Industry representatives for both the carriers and mariners expressed a great appreciation for the Guardian Mariner program but also stated that this protection must continue in areas of high risk. The vessels and crews continue to be targets as long as they are carrying DOD cargo. The carriers and mariners believe that they are targets as long as they are flying the U.S. Flag. Therefore they request that when entering the high risk areas Guardian Mariner teams be deployed to the vessels for protection.

f. Mariner Update

(1) Briefed by Mr. Augie Tellez (SIU)

(2) See Attachment 6

g. VCC /DCC Update

(1) Ms. Gail Jorgenson (TCCS-LQ) stated that the government is going to extend the contracts for one year. There will be no new rate audits due to the extension. Open season has been announced. If you have specific questions about your contracts refer them to the appropriate contracting officer, either Mr. Jim Fischer (MSC) or Mr. Craig Robinson (MTMC).

(2) Discussion

Mr. Fischer stated that there would be a document drawn up to cover the extension that the contracting officer and carrier will have to sign.

The carriers expressed relief in knowing they will not have to have the rates audited. The time, energy, and expense of the audits can be burdensome.

Ms. Jorgenson (TCCS-LQ) noted that DCAA also incurs costs and are currently looking at other options to audits for rate validation.

The carriers were concerned that the method to establish rates could change after all of the effort was put forth in developing it.

Ms. Jorgenson stated that there would be no change to the method, but that the research is in the area of indexing.

h. OIF/OEF Lessons Learned

(1) Briefed by RMDL Chris Ames (USTC J5) and Mr. Eric Mensing (APL)

(2) RMDL Ames noted that the lessons learned are an opportunity to talk about the successes of the program. We should talk about how well our partnership has worked. We should continue to highlight the success of the mariner program.

(3) See Attachment 7

i. VISA Think Tank

(1) This topic was open to all attendees. The purpose was to explore various options and issues associated with the VISA program. Most of the topics were covered in the lessons learned presentation.

(2) Discussion

LtGen. Hughey believes that a more holistic approach should be taken with respect to the U.S. Merchant Marine industry. Statutes that control the industry should be reviewed to ensure they are helping and not hurting the industry. He recommended a review of maritime laws.

Mr. Jim Caponiti (MARAD) offered to have MARAD compile a list of associated laws.

The ITV/TAV issue is one that can be fixed and provide great returns. It is a continuing action item that must be put to bed. This was tagged as an Action Item.

Other issues mentioned to tackle were review of the Maersk letter and to move forward with the next phase of improvement.

j. Maritime Security Program

(1) Mr. Ken Gaulden (Maersk Line, Limited) summarized the on-going legislative action on the Maritime Security Program. There may be some changes to the wording on the bill that was submitted but nothing substantial. The vote will take place in the next day or so.

k. Issues

l. Review the Taskers. See Attachment 3.

m. Review/Amend EWG Schedule.

(1) Current schedule shows the following dates:

(2) EWG meeting on 25 Jun 03 (Tentative VTC)

25 Jun 03 (Tentative VTC)

**23 Jul 03 (Scott AFB)**

21 Aug 03 (Tentative VTC)

**18 Sep 03**

16 Oct 03 (Tentative VTC)

**15 Apr 04**

20 May 04 (Tentative VTC)

**17 Jun 04**

15 Jul 04 (Tentative VTC)

**19 Aug 04**

**20 Nov 03**

11 Dec 03 (Tentative VTC)

15 Jan 04 (Tentative VTC)

**19 Feb 04**

18 Mar 04 (Tentative VTC)

16 Sep 04 (Tentative VTC)

**21 Oct 04**

18 Nov 04 (Tentative VTC)

**9 Dec 04**

n. Friction Points/Issues.

(1) None

o. Rate the EWG Meeting. Ratings: 9.7 9.7 8.2 9.4

p. Closing Remarks.

(1) LtGen. Hughey closed the formal portion of the meeting stating that we have closed a lot of issues but we also refilled the plate.

(2) Mr. Tellez (SIU) directed a tour of the Paul Hall Center for all meeting attendees.

6. Point of contact for updates or corrections to these minutes is MAJ Todd Robbins at (618) 229-1451, fax (618) 256-6877, e-mail: todd.robbins@hq.transcom.mil

Attachments:

1. EWG Agenda
2. EWG Attendees
3. Tasker list from EWG
4. Sealift Database Demonstration
5. Surface Sustainment Operations Update
6. Mariner Update
7. OEF / OIF Lessons Learned

**VISA EXECUTIVE WORKING GROUP  
SCOTT AFB, IL  
14 MAY 2003**

**AGENDA**

| <b><u>TIME</u></b> | <b><u>TOPIC</u></b>  | <b><u>POC</u></b>                     |
|--------------------|--|---------------------------------------|
| 0830 – 0845        | <b>OPENING REMARKS</b>   | TCDC                                  |
| 0845 - 0900        | <b>SEALIFT DATABASE DEMONSTRATION</b>  | Mr. John Boysha<br>Stanley Associates |
| 0900 – 0915        | <b>SUSTAINMENT OPERATIONS UPDATE</b><br>– Redeployment Update                              | MTMC<br>Mr. Greg Sweetland            |
| 0915 – 0945        | <b>MARINER UPDATE</b><br>– Mariner Recruitment<br>– Mariner Retention<br>– Mariner Manning | Mr. Tellez                            |
| 0945 – 1000        | <b>VCC/DCC EXTENSIONS</b>  | MTMC/MSC                              |
| 1000 – 1045        | <b>OEF / OIF LESSONS LEARNED</b>   | Industry Reps                         |
| 1045 – 1100        | <b>BREAK</b>   | All                                   |
| 1100 – 1145        | <b>VISA THINK TANK</b><br>– What can we do for “VISA next”?                                | All                                   |
| 1145               | <b>WORKING LUNCH</b>   | All                                   |
| 1200 – 1245        | <b>Maritime Security Program (MSP) from the Industry Perspective</b>                       | Industry Members                      |
| 1245               | <b>Wrap-up</b>   | Mr. McMillin                          |
| 1255               | <b>Closing Remarks</b>   | TCDC                                  |
| 1300               | <b>EWG Meeting Adjourns</b>  |                                       |
| 1300 – 1430        | <b>Training Facility Tour</b>  | Mr. Don Nolan                         |

**ATTENDEES FOR 14 MAY 2003 EWG MEETING**

|                               |   |
|-------------------------------|---|
| LtGen Gary Hughey             | USTRANSCOM TCDC                         |
| Major Michael Hafer (Mike)    | USTRANSCOM TCDC-A                       |
| Mr. James Caponiti (Jim)      | MARAD                                   |
| Ms. Fran Olsen                | MARAD                                   |
| Mr. Richard Haynes (Rick)     | MSC                                     |
| Mr. John Henry                | MSC                                     |
| Mr. Daniel Wentzell (Dan)     | MSC                                     |
| Mr. James Fischer (Jim)       | MSC                                     |
| Ms. Anne Dougherty            | MSC                                     |
| CAPT. Ed Horres               | MTMC                                    |
| Mr. Greg Sweetland            | MTMC                                    |
| Mr. Craig Robertson           | MTMC                                    |
| Mr. Greg Ircink               | MTMC                                    |
| Mr. Mark Trechter             | DCAA                                    |
| Mr. Adam Yearwood             | OSD-TP                                  |
| Mr. Kenneth Gaulden (Ken)     | Maersk Line Ltd.                        |
| Mr. Eric Mensing              | APL, Ltd.                               |
| Mr. James Wells (Jim)         | American Roll-On Roll-Off Carrier, LLC  |
| Mr. James Bambrick (Jim)      | American Roll-On Roll-Off Carrier, LLC  |
| Mr. John Ridlon               | American Roll-On Roll-Off Carrier, LLC  |
| Mr. Michael Garvin (Mike)     | Matson Navigation Company               |
| Mr. James Madden (Jim)        | Farrell Lines / P&O Nedlloyd            |
| Mr. Ans Kristbergs            | Farrell Lines / P&O Nedlloyd            |
| Mr. James Wachtel (Jim)       | Lykes Lines Limited, LLC                |
| Mr. J. Robert Leyh (Bob)      | Central Gulf Lines & Waterman Steamship |
| Mr. Michael Sacco             | SIU                                     |
| Mr. Augie Tellez              | SIU                                     |
| RDML Christopher Ames (Chris) | USTRANSCOM J5                           |
| Mr. Daniel McMillin (Dan)     | USTRANSCOM J5-V                         |
| Brig Gen Jarris Sanborn       | USTRANSCOM JA                           |
| Mr. Lary Mohl                 | USTRANSCOM JA                           |
| Ms. Gail Jorgenson            | USTRANSCOM TCCS-LQ                      |
| Major Todd Robbins            | USTRANSCOM J5-AM                        |
| Mr. Kenneth Mills (Ken)       | USTRANSCOM J5-AM                        |
| Mr. John Boysha               | Stanley Associates                      |



**TASKERS FROM 14 MAY 2003 EWG**

**TASK**

**ECD**

1. Guardian Mariner  
Lead: TCJ5
2. Mariner Homecoming  
Lead: TCJ5/MARAD
3. ITV/TAV  
Lead: J5/MTMC
4. In-theater Communications  
Lead: J5/MTMC

## **SEALIFT DATABASE DEMONSTRATION**

Briefed by Mr. John Boysha (Stanley Associates)

### SEAMIST

- Background
- Development
- Demonstration of Website
- Timeline/Future Functions
- Questions

#### Background

- Stanley developed sealift database
- Deployed via CD-ROM
- Limited capability/distribution
- Move to the Internet

#### Development

- Prototype developed in-house
- Initial versions are basic reference tools
- Enhance and advance at set milestones

#### Demonstration of Website

- seaMIST.net or .us
- Sea Maritime Information System Terminal
- Initial set of reports
- Continual updates

#### Timeline/Future Functions

- Sept 03
  - All current sealift db reports
  - Security process in-place
  - Expanded user base
- Dec 03
  - Open (secure) access to all authorized customers
  - VISA process based customer service tracking
  - Initial VISA Process On-line Training
  - Preliminary VISA Member interaction

#### Questions?

## **SURFACE SUSTAINMENT OPERATIONS UPDATE**

Briefed by Mr. Greg Sweetland (MTMC)

Redeployment Update

Prepared for the VISA Executive Working Group

14 May 2003

### **OEF/OIF Assessment**

- Sustainment operations a major success!
  - Phased delivery = no “iron mountains”
  - Operations in less than ideal conditions (Ash Shuwaikh v. Ash Shuaybah)
  - Maintained both east/west coast pipeline
- VISA activation not required

### **Sustainment Cargo – Eastbound**

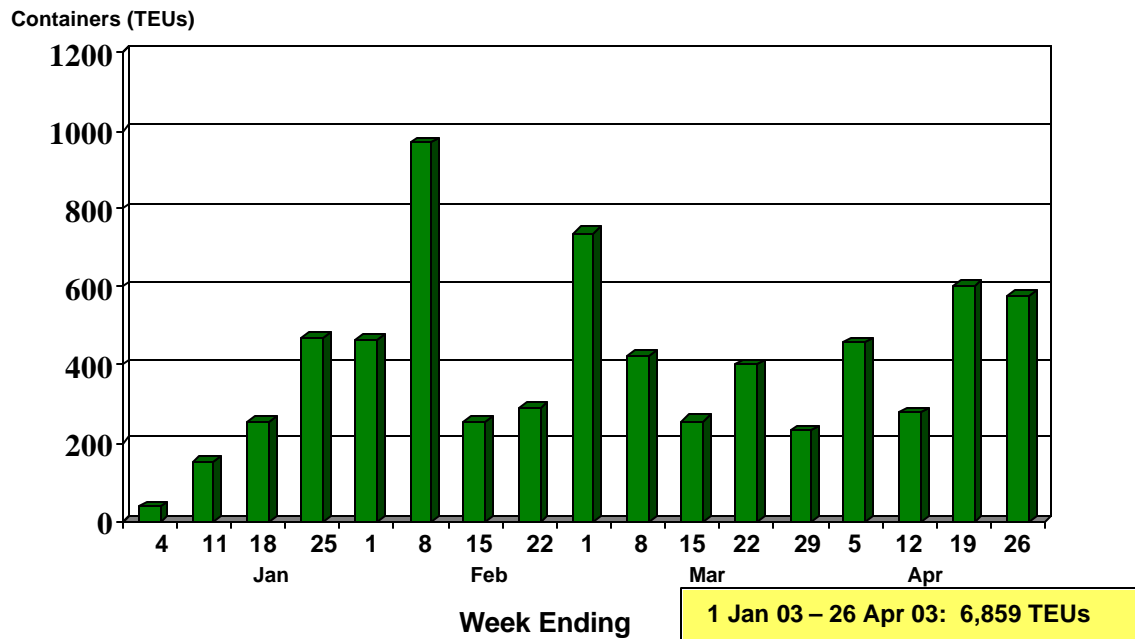
- CONUS to SWA – 5 May 03
- On any given day:
  - Up to 30 vessels
  - 2,500 containers

### **Sustainment Cargo - Westbound**

- CONUS to SWA – 5 May 03

## CONUS Sustainment

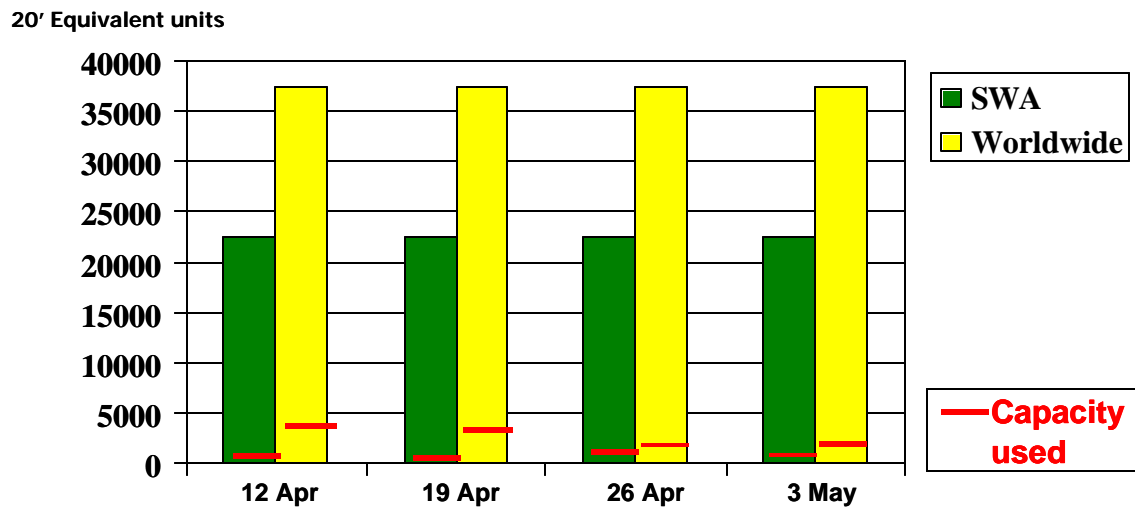
### Containers lifted from CONUS to SWA



## Container Vessel Lift VS Capacity

### CONUS export in twenty-foot container equivalent units (TEUs)

(A/O Week Ending 3 May 03)



## Sustainment Forecast

- Operation IRAQI FREEDOM will continue
  - Shipments will match force levels
- Operation ENDURING FREEDOM (Afghanistan)
  - No changes anticipated in current operations
- Humanitarian assistance
  - Still no requirement as yet
  - Umm Qsar to be used if required

## Sustainment Challenges

- SPODs
  - Kuwait: Ash Shuwaikh v. Ash Shuyabah
  - Qatar: Doha v. Umm Said
  - Iraq: Request for rates due 8 May 03
- Overbooking
  - 16,330...8,029 shipments
- Detention
  - Monthly billing
  - Streamlined process forthcoming
- ITV/TAV
  - Outstanding Carrier support for Class I tracking!
  - EDI improvements still needed
    - Will address during USC-04 Performance meeting




## EDI DATA QUALITY

### SHIPMENTS TO CENTCOM

(Inside the Gates)

A/O week ending 18 Apr 03




| CARRIER |         | #SHIPMENTS | RECEIVED | TIMELINES | ACCURACY | AVERAGE |
|---------|---------|------------|----------|-----------|----------|---------|
| A       | CONUS   | 46         | 74%      | 80%       | 88%      | 81%     |
|         | CENTCOM | 226        | 73%      | 59%       | 87%      | 73%     |
| B       | CONUS   | NA         | NA       | NA        | NA       | NA      |
|         | CENTCOM | NA         | NA       | NA        | NA       | NA      |
| C       | CONUS   | 273        | 79%      | 67%       | 97%      | 81%     |
|         | CENTCOM | 167        | 51%      | 88%       | 95%      | 78%     |
| D       | CONUS   | 153        | 18%      | 52%       | 40%      | 37%     |
|         | CENTCOM | NA         | NA       | NA        | NA       | NA      |

|   |        |
|---|--------|
|  | >90%   |
|  | 75-90% |
|  | <75%   |

**EDI DATA QUALITY**  
**SHIPMENTS TO CENTCOM**  
(Outside the Gates)

A/O week ending 18 Apr 03

| CARRIER |         | #SHIPMENTS | RECEIVED | TIMELINES<br>S | ACCURACY | AVERAGE |
|---------|---------|------------|----------|----------------|----------|---------|
| A       | CONUS   | 46         | 0        | NA             | NA       | NA      |
|         | CENTCOM | 226        | 25%      | 53%            | 20%      | 33%     |
| B       | CONUS   | NA         | NA       | NA             | NA       | NA      |
|         | CENTCOM | NA         | NA       | NA             | NA       | NA      |
| C       | CONUS   | 273        | 6%       | 3%             | 30%      | 13%     |
|         | CENTCOM | 167        | 0        | NA             | NA       | NA      |
| D       | CONUS   | 330        | 19%      | 0%             | 0%       | 6%      |
|         | CENTCOM | NA         | NA       | NA             | NA       | NA      |




|   |        |
|---|--------|
|  | >90%   |
|  | 75-90% |
|  | <75%   |

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**EDI DATA QUALITY**  
**SHIPMENTS TO CENTCOM**  
(Feeder Vessels)

A/O week ending 18 Apr 03

| CARRIERS | SHIPMENT | RECEIVED | TIMELINESS | ACCURACY | AVERAGE |
|----------|----------|----------|------------|----------|---------|
| A        | 0        | NA       | NA         | NA       | NA      |
| B        | 0        | NA       | NA         | NA       | NA      |
| C        | 41       | 100%     | 30%        | 0%       | 43%     |
| D        | 47       | 100%     | 25%        | 0%       | 42%     |

|   |        |
|---|--------|
|  | >90%   |
|  | 75-90% |
|  | <75%   |

### **Redeployment Forecast**

- Redeployment has not yet begun in earnest
- Planning still underway
- Want to maximize use of commercial liners
- Drivers
  - Unit integrity
  - Force protection
  - Charter optimization
- Need carrier input:
  - Projected capacities
  - Schedules

### **Summary**

- Sustainment ops a success!
- No activation of VISA required
- ITV/TAV is essential!
- Need redeployment capabilities

## MARINER UPDATE

Briefed by Mr. Augie Tellez (SIU)

- Mariner Recruitment
- Mariner Retention
- Mariner Manning

### Total Number of Vessels

- 329 Deep Sea Vessels
- 20 Great Lakes Vessels
- 6 Dredge Vessels

### Operation Enduring/Iraqi Freedom Ships

|                     |                    |                      |
|---------------------|--------------------|----------------------|
| USNS Menonca        | USNS Regulus       | Cape Intrepid        |
| USNS Pililau        | Cornhusker State   | Cape Wrath           |
| USNS Yano           | USNS Denebola      | Cape Washington      |
| Northern Lights     | Cape Vincent       | Cape Knox            |
| USNS Bob Hope       | Cape Victory       | Cape Kennedy         |
| Gopher State        | Cape Race          | Cape Douglas         |
| USNS Fisher         | Cape Rise          | Cape Domingo         |
| USNS Brittin        | Cape Texas         | Cape Ducato          |
| USNS Antares        | Cape Taylor        | Cape Henry           |
| USNS Pollux         | Cape Trinity       | Cape Orlando         |
| USNS Petersburg     | Cape Diamond       | Admiral Callaghan    |
| USNS Capella        | Cape Decision      | Cape Horn            |
| USNS Curtiss        | Cape Isabel        | Cape Edmont          |
| USNS Wright         | Cape Inscription   | USNS Altair          |
| Constellation       | Cape Island        | USNS Bellatrix       |
| Cape Johnson        | Paul Buck          | USNS Gilliland       |
| Cape Lambert        | CPL. L.J. Hauge    | Richard Matthiesen   |
| Cape Lobos          | Baldemero Lopez    | Samuel Cobb          |
| USNS Algol          | John U.D. Page     | Eric G. Gibson       |
| Comet               | Edward Carter      | Calvin Titus         |
| Cape John           | James Anderson     | Harry L. Martin      |
| Cape Jacob          | William Baugh      | Buffalo Soldier      |
| Franklin Phillips   | Alex Bonnyman      | William Pitsenbarger |
| USNS Stockham       | USNS Charlton      | Merlin               |
| 1st Lt. Jack Lummus | USNS Dahl          | Major B. Fisher      |
| 2nd Lt. J.P. Bobo   | USNS Pomeroy       | Capt. S. Bennett     |
| Sgt. W. Button      | USNS Sisler        | Major S. Pless       |
| PFC D. T. Williams  | USNS Watkins       | Pfc E. Obregon       |
| USNS Red Cloud      | USNS Soderman      | Sgt. M. Kocak        |
| Gus Darnell         | Tellus             | Faust                |
| USNS Watson         | Lawerence Gianella | USNS Gordon          |
| USNS Fisher         | USNS Seay          | USNS Shughart        |

123 Vessels were used during Operation Enduring Freedom and Operation Iraqi Freedom that were manned by SIU Mariners.



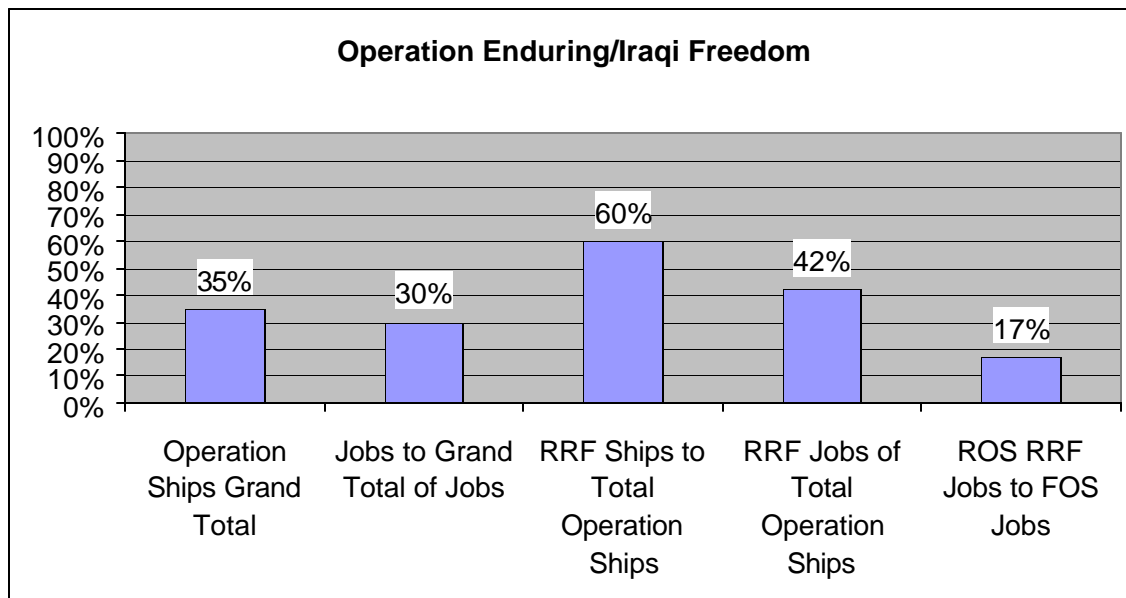
### Total Number of Jobs

- 3,826 Deep Sea Jobs
- 300 Great Lakes Jobs
- 42 Dredge Jobs

\* Excludes inland, fishing, ferry and passenger services

Total Number of Deep Sea, Great Lakes and Dredge is 355 Total Vessels.

The SIU currently has under contract 4,168 total Deep Sea, Great Lakes and Dredge jobs.



From December 4<sup>th</sup> to early April the Manpower office received 6,001 requests to fill jobs-on our contracted vessels, 1,777 jobs were requested for vessels activated from the RRF and MSC for Operation Enduring Freedom and Iraqi Freedom. That total accounts for 30% of all jobs requested during that time frame.

- 33% of all ships for Operation Enduring Freedom and Operation Iraqi Freedom were SIU RRF Ships.
- 41% of all jobs filled were for RRF vessels used in Operation Enduring Freedom and Operation Iraqi Freedom.
- The RRF when in ROS accounts for 17% of the available FOS jobs.
- 1,679 new students have enrolled in the Unlicensed Apprentice Program since inception of the expanded program in 1997.

### Other Recruiting

- Veterans total 1,625
- Industry total 485
- 2,110 new mariners with ratings in Deck and Engine Departments.

Recruiting began 1998-current.

## **OEF / OIF LESSONS LEARNED**

USTC

Industry Members

### **ISSUE: Commercial Partners**

*Topics:*

- Voluntary Intermodal Sealift Agreement (VISA)
- Maritime Security Program (MSP)
- Commercial Charter Marketplace Success Story
- CBR-D IPE Distribution / Training Plan

### **ISSUE: Voluntary Intermodal Sealift Agreement (VISA)**

*Discussion:*

- VISA ensures access to U.S.- flag ships, U.S. mariners and global intermodal infrastructure
  - VISA is working according to its design
  - Volunteer process, prior to activation, has netted in excess of 50% of the RORO capacity in the program.
  - During sustainment operations we will benefit from:
    - Access to commercial global intermodal infrastructure
    - Utilization of regional expertise
  - Joint Planning Advisory Group (JPAG) meetings
    - Utilized industry expertise in sealift/intermodal planning

*Recommendation:*

- This is a success; do not activate, if volunteer capacity is sufficient.
- Continue to use JPAG meetings to improve sealift support

### **ISSUE: Maritime Security Program (MSP)**

*Discussion:*

- MSP serves to maintain a U.S.- flagged and U.S.- crewed fleet
  - Training base for U.S. mariners
    - More than 1600 mariners sailing on Surge Sealift assets
  - Low-density high demand RORO ships
    - 7 of 8 ROROs in MSP transporting DoD cargo

*Recommendation:*

- MSP must be reauthorized and carefully restructured to:
  - Provide immediate access to ships during a contingency
  - Encourage enrollment of low-density high demand ships (e.g. large RO/ROROs, heavy lift ships, and possibly tankers)
  - Promote growth of the U.S. maritime industry

### **ISSUE: Commercial Charter Marketplace Success Story**

*Discussion:*

- Commercial charter market provided adequate surge sealift
- Met demand spikes not covered by organic surge assets
- Response by U.S. and foreign flag provided shipping to meet mission
- MSC chartering/contracting process provided timely, cost effective Sealift

*Recommendation:*

- Continue reliance on commercial marketplace

**ISSUE: CBR-D IPE Distribution / Training Plan***Discussion:*

- All Merchant Mariners serving on vessels carrying DoD cargo will have CBR-D IPE gear and associated training upon arrival at high-risk seaports
- The military objective is to protect merchant mariners in support of current operations from a chem/bio attack
- Established CBR-D IPE distribution plan for MSC controlled ships, Ready Reserve Force and U.S.-flag // Foreign flag commercial liner ships
  - CBR-D IPE gear and training made available at high risk seaports for MSC controlled ships, if gear not already aboard
  - Static CBR-D IPE gear and training provided to 3 commercial liner carriers to put aboard feeder vessels carrying DoD cargo to HIGH RISK seaports on a regular basis

*Recommendation:*

- For all mariners on all MSC controlled, RRF and commercial liner from SPOE to SPOD
  - Requisition and warehouse enough CBR-D IPE sets
  - Establish plan and capability to provide training
- MARAD, MSC, and MTMC identify funding requirements, submit requisitions to ensure 100% fill of authorized equipment lists (AEL) for all these ships.

**ISSUE: VISA***Discussion:* VISA worked as designed.

- Activation was not required.
- VISA carriers provided full U.S. Flag to the AOR.
- VISA carriers provided vessels under charter to MSC.

*Recommendation:*

- VISA was a success as it met the needs of the War Fighter

**ISSUE: Communication***Discussion:* JPAG as a vehicle

- Conducted two successful JPAG meetings
  - Improved information flow and communications between military and industry.
  - Provided the impetus for solving problems (e.g., CBR protection suits).
  - Demonstrated commitment to and strength of partnership

*Recommendation:*

- This is a success

**ISSUE: Forecasting/Planning***Discussion:* Best available volume forecasts are necessary for proper planning.

- Given the dynamic nature of Operation Iraqi Freedom and contingency operations in general, volume forecasts may have a short life.
- Military Personnel who are responsible for coordinating in-country planning need to be identified prior to the first commercial containers going in theater. The Military personnel can be either MTMC personnel or representatives from individual commands

*Recommendations:*

- The military should provide regularly updates to industry regarding the continued validity of volume forecasts.
- MTMC Operations must make a stronger effort to establish an in-country communications link between the ocean carriers and field personnel.

*Discussion:* "The fog of war" injects uncertainties in requirements.

- Carriers get requests for services and rates without a comprehensive understanding or sufficient dialogue to allow carriers to make positive contributions to supply chain logistics.

*Recommendation:*

- Bring the carriers into the planning process sooner and in more depth in order benefit both sides in developing an efficient logistics chain

### **ISSUE: In-Theatre Operations**

*Discussion:* Trucking

- Continuing the success from OEF in Afghanistan MTMC's carrier partners were able to deliver cargo to an austere environment with consistency
- Continuing the success from OEF dry and reefer containers delivered without any seal breach or pilferage.
- In-theatre trucking continues to be inefficient.
  - Demand for trucking assets exceeds supply
  - Poor utilization makes the problem worse
    - Excessive dwell times at port and inland points due to congestion, container handling equipment, security, etc.
    - For example, a 30-mile delivery to Camp Doha takes 1 to 3 days.
    - Lack of a clear receiving plan caused truckers to be delayed due to lack of manpower by the receiving facilities.
  - High demand has resulted in increased trucking costs (both on a per diem and trip basis).

*Recommendation:*

- We need to re-engineer how we approach in-theatre trucking. The peacetime model may not be appropriate.